

CIVIC ADVISORY COUNCIL
OF TORONTO



*Report on Citizens
Organisations*

APRIL, 1950

CIVIC ADVISORY COUNCIL
83 St. Joseph St.,
Toronto, Ont.

REPORT ON CITIZENS ORGANISATIONS

Incorporating the material collected in a survey of American and Canadian Cities in which citizens' organisations were known to exist or where it was believed such organisations might exist.

APRIL, 1950.

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FOREWORD

The following report is respectfully submitted to the Committee of the Civic Advisory Council convened for the purpose of considering reorganisation of the Council.

In considering reorganisation, it is believed that a record of the experiences of like organisations may be of some little benefit. This is particularly evident since a great many of the agencies, like the Civic Advisory Council of Toronto, were called together originally to consider organising for postwar planning. Now in 1950, it is interesting to see how these associations are functioning in carrying out peace-time programs, many of which are rooted in war-time conditions.

It may assist the Committee, in drafting internal by-laws for the Civic Advisory Council or in considering amendments in the present City By-law, by which the Council was set up in 1943, to examine the constitutional provisions which comparable organisations have worked out to suit their own peculiar needs. For this reason emphasis, in most cases, is placed on structure, although undertakings and other pertinent details are brought in as well.

Apologies are offered for errors in interpreting and setting out the information collected. Also, it may be found that stress has been laid on inconsequential details losing sight of some outstanding provisions. Justice may not have been done in describing achievements or sufficient respect may not have been paid to the size of an agency or its years of experience. With all its defects, however, we offer this collection of information trusting that some measure of advantage may be gained from its preparation.

No attempt has been made to follow a set pattern in describing the organisations. This is due to the fact that the same information was not available from all organisations.

It will be noted that no attempt at recommendations for changes has been made by this writer. It is more fitting that those who have had experience with the merits and short-comings of the constitution and program of the Council in a practical way should criticize present provisions and recommend changes. It would be presumptuous of one who is new to the Council to attempt to advise on reorganisation.

M. L. FERGUSON
Executive Assistant

PART I

CITIES AND THEIR ORGANISATIONS

Many of the organisations which made information available for this report were first heard of in a 1946 report of the Metropolitan Cleveland Development Council⁽¹⁾. The National Municipal League of New York⁽²⁾ supplied the names of additional associations. A number of Canadian cities were asked to report on whether similar or comparable organisations were functioning within their boundaries. Quite often one organisation referred us to another organisation known to it.

The aims, composition and constitutional provisions of the Civic Advisory Council of Toronto (CAC) were made known to cities or agencies from which information was asked. In this way organisations were able to decide whether descriptive material would be of interest to us. Questionnaires and requests for constitutions, by-laws or annual reports were sent out. In return a great variety of material was sent to the CAC and a vast fund of information on citizens' organisations has accumulated.

In some cases the organisations contacted were City Commissions expending municipal funds. These Commissions have no real place in this survey. However, in most cases, the agencies were voluntary associations made up of interested citizens, working for civic improvement. Some of these groups planned and advised city authorities only. Others were functional bodies and had programs which they both planned and carried out. A number of agencies act as public fact-finding bodies collecting and reporting on local and state legislation and the conduct of public business. It was observed that none of these organisations were financed entirely by public funds although there were some which received city or county grants, mainly for specific purposes .

It was apparent in all of the citizen organisations that members represented a cross-section of community interests and in no instance did it seem that a group was of a partisan nature.

(1) Now defunct

(2) 299 Broadway, N.Y. Mr. John E. Bebout, Assistant Secretary.

One of the outstanding features of the survey was the generous response our requests met on all sides.

Reports on 29 cities appear below.

AKRON, OHIO

The letter sent to the City Clerk was forwarded to the Secretary of the Chamber of Commerce who informed us that the Citizens' Post-War Planning Committee of Akron had been disbanded and that the projects recommended by it were being carried out by the Akron Chamber of Commerce. For this reason the questionnaire was not answered.

ATLANTA, GEORGIA

Central Atlanta Improvement Association: The Association was formed in 1941 by a group of property owners and merchants in the downtown district of Atlanta. The primary objective of organising was to combat the decentralization trend.

Membership: Any person, firm or corporation, residing, owning property or engaged in business in the City of Atlanta is eligible for membership. An application form is signed and is considered by the Board of Directors or Executive Committee. Election to membership requires a majority vote of those present at the meeting.

The Board of Directors is made up of not over fifty members elected for a term of one year. Board members are elected at the Annual Meeting, nominations being either by a committee appointed for that purpose or from the floor at the meeting.

The Board meets the second Wednesday of each month and as called by the President or on the request of five members of the Board.

Officers: The Directors elect a President, three Vice-Presidents and a Treasurer at their first organisational meeting of the year.

Standing Committees: The President appoints from the Board of Directors the following standing Committees and such other committees as are deemed necessary: Public Relations, Finance, Traffic, Membership, Zoning, Legislation, Parks and Parking. Each Standing Committee has a Chairman and not less than three, nor more than ten members.

The Executive Committee is composed of the Chairman of the Standing Committees, the officers of the Association and not more than five nor less than three members at large elected by the Directors.

Financing is by membership dues and contributions. Dues for property owners are based on city assessment, e.g. Owners of property up to \$50,000 pay \$25.00. Dues for merchants are based on volume of business, e.g. those having an annual volume of business up to \$100,000 pay \$25.00. In 1948, 131 members paid dues aggregating \$9,887.50. Forty-three individuals and companies made special contributions to the Association totalling \$9,150.00. Expenses for 1948 totalled \$18,682.83.

Work: The Association aims to render a continuous service to its members and to the city, some of the projects for improvement being long term in character. Downtown streets have been improved and widened. A map of the central city area was prepared showing hotels, theatres, public and office buildings, etc. as well as the one-way street system and available parking facilities. The map will be distributed through the hotels, rail, bus and airline terminals. The Association keeps watch on legislation and summaries of every bill or resolution proposed by the Fulton County delegation are distributed to the entire membership. The Association is cooperating with the Women's Chamber of Commerce in planning a spring Clean-up, Paint-up, Fire Prevention Campaign. Assessed valuations of all central Atlanta property was checked at City Hall and the information made available to the entire membership.

Publications: Monthly publications of Report of Sales in the Central Atlanta Area, Report of New Construction, Alterations and Repairs in the Central Atlanta Area and the Members' Bulletin are published and distributed to members each month. As well, maps and pamphlets are published from time to time.

BALTIMORE, MARYLAND

Material was received on the Baltimore Youth Commission set up to inquire into the problem of Juvenile Delinquency. This is an official Civic Committee and money is appropriated by the City Board of Estimate. No constitutional provisions were requested on learning of the nature of the Commission.

The Citizens Planning and Housing Association was organised for the purpose of fostering good city planning, promoting better land use and living conditions and to correct urban decay in the Baltimore Area by means of research, education, public discussion, legislation, law enforcement and other methods.

Membership consists of persons interested in the purposes and activities of the Association who are approved by the Board of Governors. The constitution provides for several classes of members with different privileges and rates of dues. The dues

paid for membership are:

Individual Membership	\$ 2.00	Special Membership	\$ 25.00
Contributing	5.00	Sponsor	50.00
Sustaining	10.00	Donor	100.00 or more

The Board of Governors has full control over the affairs and property of the Association. It is made up of the Officers of the Association and the Chairmen of all Standing Committees of the Association and at least fifteen other members who are elected by the members of the Association at the Annual Meeting. It is noted that fifty-six names appear on the list of Governors on a recent publication of the Association. The Board holds at least ten regular meetings in a year and holds special meetings as called by the President or on the written request of two or more members of the Board to the Secretary. The Board of Governors may authorize such standing committees or special committees as it deems necessary from time to time.

Officers are, President, one or more Vice-Presidents, Treasurer, Secretary and Counsel who are elected by the members of the Association at the annual meeting. They hold office for one year. The President acts as Chairman of the Board of Governors and of the Executive Committee. He appoints all committees subject to the approval of the Board.

The Executive Committee consists of the officers of the Association and such persons as the Board of Governors designates.

The Nominating Committee is appointed by the President at least two months prior to the annual meeting of members. It consists of five members of the Association. The Nominating Committee, at least ten days before the annual meeting, notifies all members of the Association in writing of its nominations for officers and members of the Board of Governors to be elected at the annual meeting. Any other nominations may be submitted to the President in writing prior to the annual meeting if signed by at least ten members or may be made from the floor at the annual meeting. Provision is made for members to vote in person or by written proxy.

Amendments may become effective if passed by a majority vote of the members present at a meeting, the time and purpose of which has been duly announced.

Financing is by subscription. The 1948-49 budget was \$9,100.00 A campaign for funds for \$15,000 for next year is being undertaken.

Work: The Association undertakes and carries out improvements in physical conditions through community education. In view of the fact that it is estimated that the slum conditions of Baltimore now cost Baltimore tax payers over \$14,000,000 every year for extra municipal services, a campaign is being conducted

for slum clearance and redevelopment. Already the Citizens Planning and Housing Association has provided leadership for community drives for such projects as: minimum housing standards, emergency rent control and a Housing Court which handles only housing and sanitary cases.

BATON ROUGE, LOUISIANA

It was learned that the Planning Commission of Baton Rouge functions under a state legislative act. Committees are set up by the Commission and direct planning of major city services.

BUFFALO, N.Y.

The Buffalo and Erie County Planning Association answered our questionnaire and sent descriptive pamphlets.

Organisation: The Association is headed by a President who selects the Executive Committee (20 members). A Board of Directors (75 members) is elected by ballot from a slate prepared by the Nominating Committee. There are about 800 individual members of the Association who are voluntary contributors. Members are classified as Active, Sustaining, Patron or Cooperative with a scale of fees according to class of membership. Fees range from \$5.00 for Active members to \$100.00 for Patron members.

The Executive Committee appoints committee chairmen who act for a year. Some of the Committees are: Capital Improvements, Civic Planning Week, County, Environmental Amenities, Legislative, Publicity, Transportation.

Meetings: The Executive Committee holds meetings once a month. General meetings of the organisation are held 3 or 4 times a year at which a speaker of national reputation appears, attendance running from 300 to 600 persons. In addition luncheon meetings on special topics are held, usually from 75 to 100 attending, mostly directors. Meetings of the Board of Directors are called from time to time, generally to ratify the recommendation of the Executive Committee on matters of major policy.

Funds: Membership fees and voluntary contributions finance the Association. The Niagara Frontier Planning Association (now discontinued) had membership by municipalities, some municipalities contributing in the neighborhood of \$500 or \$600 and there may be some effort to secure small contributions (\$25 to \$100) from interested municipal bodies to the currently functioning Association. The annual budget is \$10,000. There is one paid staff member but about 200 voluntary workers.

CALGARY, ALBERTA

Our correspondence was forwarded to the Council of Social Agencies as no organisation like the Civic Advisory Council exists in Calgary.

CARROLLTON, GEORGIA

A letter was sent direct to the Carroll Service Council since this organisation was known to be still in existence. The questionnaire was answered and returned and several pamphlets describing the Council were also received.

The Carrollton Service Council was described as "a representative non-profit, non-partisan, non political organisation for community action on behalf of our common needs." It provides co-ordinating machinery for bringing together the diverse interests of the community - Welfare, Religion, Industry, Agriculture, Education, Recreation.

Funds are provided by gifts and grants. The Charity Board contributes also the Community Chest and City of Carrollton. Fees are collected as well by the nursery schools and recreation centres.

CHICAGO, ILLINOIS

Reference was made to the American Society of Planning Officials by Mr. Bebout of the Municipal League of New York and the Society's report on Citizen organisations was requested. (A copy of the report is to be sent when it is published).

The Civic Federation sent a copy of its constitution and annual report.

Organisation: The Federation is a citizen agency for promoting efficiency and economy in the public business, guarding against wasteful expenditures and excessive taxes and to furnish the public with accurate information concerning governmental revenue and expenditures. In 1948 it published its fifty-fifth report.

Membership: Any citizen, partnership or corporation of the State of Illinois subscribing to the objects of the Federation and contributing to its support may become a member when approved by the Board of Directors.

A Board of Directors controls and manages the affairs and funds of the corporation. The term of office of Board members is three years. Nine retire and nine are elected at the annual meeting in October of each year. Election is by ballot. A Nominating Committee of three is appointed before the annual meeting and

nominates candidates.

Officers: The Board of Directors at its first meeting each year elects a President, three Vice-Presidents, a Treasurer and one Executive Secretary who hold office for one year. All officers except the Executive Secretary are chosen from among the Directors.

Executive Committee: The Board of Directors appoints an Executive Committee of six, one of whom should be the President of the Corporation. The Committee keeps in touch with the detailed work of the Corporation and supervises and directs it. The Executive Committee authorizes expenditures.

Committees for special programs or standing committees are appointed by the Board of Directors or the Board of Directors authorizes the Executive Committee to appoint Committees.

An Advisory Committee may be provided for by the Board of Directors. Members of the Advisory Committee are notified of all meetings of the Board of Directors and may attend.

Financing: The Board of Directors makes arrangements as to amount of dues to be paid by members. The Federation is supported by the subscriptions of interested parties such as home owners and business concerns.

Work: The Federation came into being in 1893 at a time of great economic and industrial strife when the city was growing rapidly and vice and corruption flourished. Miss Jane Adams of Hull House was one of the original workers in the Federation. Problems of local government were undertaken as well as movements for vacation schools, election reform, improvement in the appointment of Justices of the Peace. The Federation has expanded and advanced with the years and is responsible for major reforms in almost every field of civic endeavour.

Publications: Reports, bulletins and surveys are published and distributed to interested groups, libraries, educational institutions and government. The Annual Report is published in attractive form with illustrations and reports and publicises the Federation's work.

The Public Administration Clearing House sent us a list of publications on citizens' organisation.

The South Side Planning Board: The organisation is concerned with planning both physical and social, of a particular section of Chicago, the south side. It was formed in 1946.

Membership is made up of persons wishing to assist in attaining the objectives of the organisation. There are included in its membership a broad classification of institutions, organisations

and individual citizens representing diverse groups and interests, e.g. (1) health and welfare organisations (hospitals and social agencies); (2) educational institutions (colleges and training schools); (3) industries; (4) labour organisations; (5) religious institutions; (6) commercial establishments.

A Council of 50 members controls and manages the affairs of the corporation. Meetings are held at least four times a year. The Council is elected by the Board from a slate prepared by the Nominating Committee and sent out to all members of the organisation. Names may be added to the list of candidates on application of a member of the organisation and signed by twenty members.

The term of office of the Council is two years. One-half of the members are elected each year. Voting for members takes place at a Council meeting one week before the beginning of the fiscal year.

Officers: The officers of the organisation are: Chairman, who acts as Chairman of the Council and of the Executive Committee, a Vice-Chairman, a Secretary, a Treasurer and an Executive Director who acts as the administrative head of the organisation.

The term of office of the Chairman, Vice-Chairman, Secretary and Treasurer of the organisation is one year. The Chairman and the Executive Director are ex-officio members of all committees.

The Executive Committee is made up of the officers of the organisation and twelve other members elected by the Council and has all the power and responsibility of the Council except any reserved in the by-laws.

Committees are appointed by the Chairman with the approval of the Executive Committee. No committee has power to commit the organisation except as authorized by the Executive Committee or the Council. Some committees are: Committee on Industrial Development, Health Committees, Planning Committee, Community Relations Committee, as well as Committees organised for the purpose of presenting briefs before city bodies or State Commissions when changes are proposed in the City or state services.

Financing: Initial membership dues ranged from a minimum of \$10 to \$2000 and upwards. At the beginning of the 2nd fiscal year provision was made by the Executive Committee for 42 memberships in order to make possible a broad citizen membership. To secure adequate financing it was necessary to concentrate on institutional and business support. Budget range is from the initial figure of \$25,000 to possible future ones of

\$150,000. Initial staff was built around an Executive Director, a Director of Planning, a Director of Community Relations and a Director of Industrial Relations. Temporary staff cuts were necessitated at the end of the first fiscal year by financial status, but a Membership Director was added for a four-month period. Other personnel has included a full-time secretary, two college students who worked part-time as draftsmen and research assistants, as well as several intermittent volunteer workers. A full-time Research planning assistant was employed during the second year.

Work: The Board has surveyed, mapped and issued a report on the East Side section where redevelopment is to be undertaken, maps show present population, racial and religious groupings in the area, condition of buildings, where people work, do business, how they travel, play, go to school. Other maps show how the area could be redeveloped, illustrating possible land use.

CINCINNATI, OHIO

The Citizens Development Committee answered our questionnaire and sent a copy of its monthly bulletin.

Membership totals about 300 including persons from business, industry, civic clubs, Bureau of Governmental Research, Community Chest as well as other interested individuals.

The Budget of \$22,000 is raised by a subscription campaign. (The budget includes salary for 2 paid staff members.)

Work undertaken is coordinating and advisory. Constructive criticism is published.

Constitution: The membership elects the Board of Directors (60 members). The Board of Directors elects the Executive Committee and officers (14). The Executive Committee can fill vacancies in its membership or on the Board of Directors. The term of office is one year.

Meetings:

- (a) Entire membership - annually, third Thursday in January.
- (b) Board of Directors - twice annually, Spring and Fall.
- (c) Executive Committee - 6 meetings a year, every other month.

Decisions are made by the Executive Committee. Those of widespread interest are submitted to the Board of Directors.

Publications: Bulletins are issued to members and others interested. (7500 are sent out) Reports are sent to the groups responsible for the matter discussed and to local and state governments.

The Hamilton County Good Government League is another agency located in Cincinnati but taking in Hamilton County as well. The League sent a copy of its constitution, annual report for 1948 and current bulletins.

Members are persons interested in an opportunity to advance good government. Membership is acquired on recommendation of a member and acceptance by the Board. Membership fees are set by the Board.

The Board of Directors is made up of 21 members serving a three year term. Seven retire and seven are elected each year. Elections take place at the annual meeting where names of candidates are presented by a Nominating Committee of 5, 3 of whom must not be members of the Board of Directors. Regular meetings of the Board are held monthly and special meetings as called by the President.

Officers are appointed by the Directors from their own membership when they meet immediately after election. The officers are President, Vice-President, Recording Secretary and Treasurer.

Amendments to the Constitution are brought about by a two-third vote of those present at a meeting of the Board of Directors for which due notice has been given.

There are Standing Committees on Finance, Membership, Programs and Publicity. The Board of Directors appoints the Chairmen of these Committees and sets up any others which it from time to time may deem necessary. (See below) Provision is made for Roberts Rules of Order to be the governing authority for the procedure of the organisation.

Financing: The League is financed solely by membership dues and contributions. Dues start at \$3.00 per year (\$2.00 per year for persons under 30) for Special memberships, \$5.00 for Regular, \$10.00 for Contributing and \$25.00 or more for Sustaining Membership. The League has operated on an annual budget of \$2500 but expects to increase it after a full membership campaign.

Work: The League is active in many and varied fields of civic and state concern. It sponsors "Cincinnati's Town Meeting of the Air" heard Wednesday evenings at 8.30. These programs are devoted to civic affairs of current interest, mostly in debate form. Some topics discussed were: "Ohio Legislative Issues in the Coming Election," "What can we do about Traffic in Cincinnati," "Congressional Issues," "The Board Issues and School Tax Levy" "Should the Further Development of the Rapid Transit Subway be Abandoned?" Recommendations for legislative programs are submitted by the League to the Ohio General Assembly. The League cooperated with the "Citizens' Committee" on Rat Elimination. Conditions at the Longview State Hospital were investigated by the League and recommendations made for improvement.

The Courts have come under the watchful eye of the League and requests and recommendations are forwarded to the Cincinnati Bar Association. The policy of some theatres in discriminating against negroes was deplored by the Board in a resolution of the League.

Publicity: The radio and press are used effectively for education and publicity on League activities. The public is urged to forward opinion reports to the League. The League's stand on public issues is made known to the public after studying the issues and public opinion expressed on them.

CLIFTON, NEW JERSEY

The Passaic Bergen Community Planning Association, Inc. returned our questionnaire answered and, as well, enclosed a copy of its constitution.

The Association was organised to foster and promote social and economic studies in the area comprising the cities and towns of Passaic, Clifton, Garfield, Lodi and Wellington and the territory adjacent thereto.

Membership includes all persons, corporations or associations sympathizing with the objects of the Association in the area. The three classes of membership are:

- (a) Sustaining membership - open to persons, associations, corporations, partnerships or estates contributing or pledged to contribute a minimum of \$500 per year for two years, and thereafter to continue as contributors at a minimum to be determined by the Board of Directors.
- (b) Contributing membership - open to all persons, associations, corporations, partnerships or estates who contribute a minimum of \$500 per year and less than \$500 per year, for the first two years of the existence of the Association, and who thereafter contribute a minimum of \$5.00 per annum and less than the minimum fixed by the Board of Directors for sustaining members.
- (c) Associate membership - open to any individual who contributes a minimum of \$1.00 a year and less than the minimum fixed for sustaining members and contributing members. Members are elected at any meeting of the Board of Directors by a two-third vote. Associations, etc. may change their representatives upon ten days' written notice to the Secretary of the Passaic-Bergen Planning Association, Inc. Membership may be terminated for non-payment of contribution by a two-third vote of the Board of Directors or, after notice and opportunity for hearing, for activity which in the judgment of the

Board is prejudicial to the best interests of the Association. Members may resign by writing to the Board of Directors and remitting any current outstanding obligation.

Ballots are counted and the results announced at the annual meeting. A Nominating Committee consisting of three members representing each class of membership is appointed by the Chairman of the Board in March of each year. Members of the Association may add to the list of candidates recommended by the Nominating Committee by petitioning the Secretary. 20% of the membership must sign the petition.

The Board of Directors consists of 45 directors who are members of the Association in good standing. Members serve for five years, nine vacancies being filled annually in May. The Board meets regularly every second month or as meetings are called by the Chairman.

Officers are:

Honorary Chairman
President, who also serves as Chairman of the Board of Directors.

5 Vice Presidents, each representing a city or borough of the area.

Treasurer

The officers are elected annually by the Board of Directors.

An Executive Committee of not less than five members and not more than seven members of the Board is designated annually by the Chairman following the annual meeting. The Executive Committee meets once a month.

Work: The Association is functioning as a planning agency until an official body is set up. It believes that the technical aspects of planning should be supported by municipal funds. The Association is concerned with all phases of community betterment. Some of the projects being undertaken are concerned with housing, parking, transportation, flood control, economic development, recreation and education.

Voting is by mail. Ten days are allowed between the day the ballot and list of candidates are sent out and the day of the annual meeting when votes are tabulated.

Financing is made possible by voluntary contributions from business and industrial interests.

The Staff of nine is made up of:

Executive Director
Director of Planning
Director of Research

Director of Community Services
Public Relations Director
Community Planner
Draftsman
2 Secretaries
Architect (consultant)
Community Services Consultant

CLEVELAND, OHIO

The Citizens' League of Cleveland, in existence since 1896, answered our questionnaire, supplied a copy of its constitution, an outline of critical and constructive service over a fifty year period and other publications.

Organisation: The objects of the League are to promote business like, honest and efficient conduct of local government, to investigate the administration of local offices and the operation of local laws, to collect and disseminate information relative to local and state government and the conduct of public officials and to induce citizens to take a more active interest in the affairs of government.

Membership: Eligibility - any citizen of Cleveland or Cuyahoga County is eligible for membership in the League and is enrolled as a member upon the approval of the membership committee and the payment of dues for the current year. Rules re admission, payment of dues and removal of members are enforced by the Executive Board. The members are classified into 7 groups in accordance with amounts contributed, but all members have equal rights and voting powers and such classification is indicative only of the degree of financial support given to the League.

Group A - Donors. Those contributing annually \$500 or more.
Group B - Contributors. Those contributing annually \$250.
Group C - Honorary members - \$100
Group D - Subscribing members - \$50.00
Group E - Supporting members - \$25.00
Group F - Sustaining members - \$10.00
Group G - Regular members - \$5.00

Officers: The Executive Board conducts the affairs of the League and has full powers of the League. The Board consists of 30 members, elected by the League at its annual meeting. The term of office is three years, ten members being elected and ten retiring each year. A President, 2 Vice-Presidents, and a Treasurer are appointed by the Executive Board and serve for one year each. A Director is appointed by the Executive Board and is in charge of the office of the League.

Meetings of the Board are held each month (except in July and August). Special meetings of the Board may be called by the Director upon the request of the Chairman of the Advisory Council (see below) the President or any three members of the Board.

Removal of any officer can be effected by a vote of three-fourths of the members of the Board at a meeting provided that written notice to all Board members is given three days before the meeting.

A Nominating Committee is appointed by the Board at least 60 days prior to each annual meeting. It is made up of 5 members who, after consulting the membership as far as possible, nominate candidates for election. A ballot is then prepared and contains the names of the persons so nominated and the names of such persons as may be submitted to the Committee at least 20 days before the annual meeting upon the written petition of at least 20 members. The list so prepared is mailed to all League members at least ten days prior to the annual meeting. Marked ballots are returned by mail. They are counted and reports are given at the annual meeting.

An Advisory Council consisting of at least 100 members is appointed at the first meeting after the annual meeting. This Council advises and cooperates with the Executive Board in determining and furthering the policies of the League. The officers and members of the Executive Board are ex-officio members of the Council and the officers of the Board are like officers of the Council. Meetings are held at least once every quarter. The Council may by majority vote require the Board to submit to them for consideration any action taken by the Board.

The President presides at all meetings of the Advisory Council and in case of the President's absence one of the Vice-Presidents takes over.

Provisions are made for a referendum to be held on any issue or question of public or League policy. The Executive Board submits any such question to members of the League. The position taken by the League on any question so submitted is determined by the referendum vote.

Auxiliary Associations may be organised by the Executive Board in the different sections of the City with the object of working for the improvement of their respective localities. The Board may also provide for the cooperation with existing community organisations whose purposes are in harmony with those of the League.

Meetings: The annual meeting of the League is held in May. Special meetings may be called by the Board on seven days' notice.

Amendments to the constitution may be proposed by a majority vote of the Executive Board or by written petition signed by not less than one hundred members of the League. Any amendment so proposed becomes part of the constitution if approved by a two-thirds vote of those present at the annual meeting or at a special meeting of the League. Provisions for special meetings are set out in the Constitution.

Funds are raised by the voluntary contributions of those who believe in the League's work. There are five paid staff workers; four are employed full-time and a research assistant works only part-time.

Work: The League acts as a fact-finding board. It supplies information to civic bodies and to the public generally. Local government is criticised and recommendations are made for means of securing better administration. Committees have worked on surveys of civil service, municipal budget and elections, to list only a few projects. The League and the Bureau of Governmental Research, a non-political fact-finding associate of the League, combine activities to improve local government.

Publications: The League and the Bureau issue bulletins and special reports on public business; special pamphlets describing the League and its activities are prepared and distributed to acquaint the public with the work of the League and to boost membership.

The Regional Association of Cleveland referred us to the survey of the American Planning and Civic Association which covers the activities of the Regional Association. It was for the most part information on programs which we gathered on this organisation. The Association is a coordinating agency providing a comprehensive, planned program to guide the growth of Cleveland. Among some of the accomplishments of the Association is the organisation of a Geodetic Survey to produce a complete and accurate map for regional planning and the setting up of a consulting service for small cities, villages and neighbourhood association making technical services available. A Planning and Housing Centre provides a library of maps, a place for meetings and exhibits and other facilities for the solution of planning problems. The Association works through universities, schools, as well as through civic and service groups to develop an understanding of planning problems.

The Metropolitan Cleveland Development Council is now out of existence but its survey of 1946 supplied us with the first list of cities and organisations from which we were able to branch out and get in touch with others.

DAYTON, OHIO

The Dayton District Development Committee completed our questionnaire and supplied us with quite a complete picture of its program and organisational provisions.

The Dayton District Development Committee was organised by citizens desiring to assist public officials in non-controversial matters which would be beneficial to the community. There are about 170 representative citizens carefully selected because of their leadership in business, labour, professional and other fields. The Committee is not connected with any other agency but cooperates with public agencies in matters falling within the scope of the Development Committee's function.

Funds are raised for specific purposes by private subscription but there is no regular annual budget. There are no paid staff members. No effort is made to sustain interest over a long period but interest is stimulated when some project is undertaken. The membership acts on all matters of policy but details of administration etc. are left to the sub-committee.

Opinion was very strong in having this, an independent citizens' committee, financed by voluntary contribution and being in an independent position free to criticise public acts and public officials if desirable. No responsibility to public officials was thought desirable and the Committee was organised to this end.

DETROIT, MICHIGAN

The Citizens' Housing and Planning Council sent a copy of its constitution, organisational charts and most helpful reports. It was noted that this Council had at one time been financed by Community Chest funds.

Organisation: The Council is a civic body consisting of individuals and organisations interested in civic improvement in the Detroit Metropolitan Area. It studies conditions of housing and the physical set-up of the area as regards public health, decency in the standard of home dwelling, neighbourhood permanency and security of investment.

Board of Directors: An annual meeting of the Council is held in March to elect a Board of Directors of not over thirty members. Written notice is given to members at least five days before a meeting. Ten members retire each year and ten are elected to replace them. The term of office is three years. The Board selects a President, one or more Vice-Presidents, a Secretary and a Treasurer. The President, only, must be a member of the Board of Directors. Board meetings are held every three months.

Executive Committee: The Board of Directors has the power to

appoint an Executive Committee composed of at least five directors. The Executive Committee has the power to exercise the authority of the Board of Directors in the business of the Council between meetings of the Board. An Advisory Committee composed of delegates from each member organisation acts as a channel through which ideas can flow to members of organisational groups and through which the Council can find out what the people of the city are thinking and their ideas to facilitate housing and planning. The technique is experimental.

Funds: The annual budget is \$28,000 (1947) Membership fees are paid as follows:

Individual Memberships:

sponsoring member	\$100.00
contributing member	25.00
sustaining member	5.00
active member	2.00

Sponsoring Organisations

sponsoring	\$500.00
contributing	100.00
sustaining	50.00
cooperating	25.00

The Community Chest has withdrawn its financial support from the Council but it appears that grants from other sources are received by the Council, e.g. \$5,000 was contributed by the Kaiser-Frazer Company in 1948. Other support sources are being sought.

Work: The Council, through Committees, undertakes special studies such as smoke abatement, market analysis, slum clearance, regional planning and plans for a Cultural Centre. It maintains an Education Department which supplies speakers through its Speakers Bureau to organisations. It conducts surveys on public opinion, spreads news of housing and planning to the public through the press and radio and in general acquaints the public with matters of civic interest. Its Technical Research Department is advised by the Civic Affairs Committee and the Engineering Society of Detroit. Committees on Housing, City Planning, Legislation, Schools, Public Finance, Recreation, Transportation and Schools function under the Technical Research Department.

Publications: A newsletter is published three times a year describing the Council's activities.

An organisational chart was published in 1947 showing the administrative plan of the Council and the working of the Council when a problem is presented for solution, its progress through the various committees and before public meetings and finally the recommendations of the Council for action.

Publicity is given to the Council's discussion series where outstanding speakers from other cities discuss planning, and other topics on the program of the Council. The series is jointly sponsored by the Detroit Public Library, Civic Affairs Committee, Engineering Society of Detroit, American Institute of Architects (Detroit Chapter) and the Detroit City Plan Commission.

EDMONTON, ALBERTA

This city reported that no organisation like the Civic Advisory Council was in existence there.

FORT WAYNE, INDIANA

The Citizens Council of Fort Wayne is sponsored by and collaborates with the Fort Wayne Civic Association.

Membership: Members of the Council must have their legal residence within the borders of the State of Indiana and must be members in good standing of the Fort Wayne Civic Association. Members represent organisations.

Officers of the Council are President, Vice-President, Secretary. They are elected by secret ballot at the annual meeting. The term of office is one year.

The Executive Committee is made up of the officers of the Council, three officers of the Civic Association and six members elected from the Council. The President of the Council acts as Chairman of the Executive Committee. Members of the Executive Committee act as chairmen of committees which are appointed by the President.

Meetings of the Council are held monthly.

A Nominating Committee, consisting of 4 members of the Council appointed by the President, submits to the membership a list of nominees for Officers and Executive Committee members. Names may be added if four members of the Council file their selections with the Secretary at least five days before the annual meeting.

Amendments become effective if carried by a two-thirds vote of the Council members present provided that the amendment has been submitted in writing and read at a previous meeting of the Council or of the Executive Committee and approved by it. Provision is made that Roberts' Rules of Order shall govern the conduct of business.

Financing is by membership dues. The present annual budget is \$15,000. The three classes of membership are:

- (1) Active Individual Membership, running for a period of three years at \$25.00 per year.
- (2) Associate Individual Members, at \$2.00 per year to cover the cost of the weekly Newsletter.
- (3) Sustaining Membership embracing either firms or individuals, ranging from \$25.00 to \$250.00 a year.

Work: The Council coordinates agencies, associations and clubs such as the Lions Club, A.F. of L., Commercial Association, Farm Bureau, Board of Realtors, C.I.O. and the Park Association, all working for citizen participation in civic betterment. Some current projects are: "The St. Mary's River Bend Improvement" and "The Opening of the Berry Street Blockade." Another project calls for the adoption of a Fort Wayne Plan for Community Improvements and has been referred to the member groups in the form of a "Resolution" for their approval. The Council initiated plans for a Rural Planning Association of farmers from 20 Townships. This Association spearheads county education in the development of a County plan which may be an integral part of a zoning ordinance in Allen County.

Publications: All organisations which are members of the Council receive copies of the Newsletter, the cost of which is defrayed by membership dues. Public opinion is ascertained by referendum on community projects in order to evaluate the will of the citizens. It is presumed that the questions would be referred to Council members rather than to the general public. Findings are submitted to the government concerned.

GRAND RAPIDS, MICHIGAN

The Metropolitan Grand Rapids Development Association completed the questionnaire and enclosed pamphlets describing the Association and its work.

Membership: Persons from Citizens Associations, Merchants Associations, Manufacturing Associations, Labour Organisations, Church Groups, Rural Groups, Suburban Groups, and Veterans Groups and interested individuals make up the membership. Labour organisations send official representatives who must report back to them.

The Current Budget is \$17,860. Funds are contributed by donation and membership fees.

Work: Planning and development of the entire community which is made up of seven different governmental units is undertaken. The basic objects are research, appraisal and coordination. The Association is interested in zoning, water supply, drainage, sewage, public health, flood control, thoroughfare system, parking, neighbourhood development, recreation and parks, traffic,

engineering, programming of public improvements and finance and consolidation of governmental functions.

Constitution: Members are those who pay dues of \$1.00 or more. Broadly construed membership includes anyone interested in the development of the community. The Board of Directors (45) is elected in public meeting. The Executive Committee (19) is elected by the Board of Directors. The Board of Directors fills interim vacancies.

Meetings:

Types of Meetings:

Annual Meeting - general business

Public Hearing - particular subject

Delegate Forum - The Forum is planned and delegates report back to their groups, club or organisation.

Publications: The Metropolitan Planner is published by the Association; 6 issues a year are circulated. The Planner is an excellent report on activities. The illustrations are particularly good.

Reports are sent to groups concerned, to press and radio and to others on a mailing list of over 5000. Use is made of the Association's recommendations by the agencies receiving them.

HALIFAX, NOVA SCOTIA

This city reported that it had no agency like the Civic Advisory Council.

INDIANAPOLIS, INDIANA

The Indiana Economic Council forwarded publications on redevelopment provisions including the State Enabling Act and the Act establishing the State Revolving Fund for advanced planning of public works. The Council authorises the allocation of monies from this fund to government bodies. The Council, through research and the publication of the results, informs the public of the best methods to develop and conserve economic values residual within the State. Some of the agencies and interests represented are: State Labour Commission, State Department of Conservation, the Bureau of Business Research, the Farm Bureau, the State Highway Commission, the State Board of Health, the Engineering Department of Purdue University, the Federal Housing Administration.

A series of Community Workshop meetings sponsored by the State Chamber of Commerce was instituted in 1947. The Council cooperates with groups and agencies concerned with the study of

local government and community development. Council members give talks before public and civic groups and participate in the national meetings of professional and technical organisations presenting the story of the Council's activities and discussing the ideas and experiences being gained in Indiana in attacking problems of common interstate and national interest.

KANSAS CITY, MISSOURI

The Citizens Regional Planning Council, a non-profit educational and civic organisation was originally established by the Mayors of the four cities, Kansas City, Missouri, Kansas City, Kansas, Independence, Missouri and North Kansas City, Missouri, and by the Presidents of the four Chambers of Commerce.

The Board of Trustees is made up of the four Mayors, the Presidents of the four Chambers of Commerce, the presiding judges of three counties, the Chairmen of the Board of County Commissioners of two counties and the Chairman and Vice-Chairman of the Board of Governors and the Treasurer of the Citizens Regional Planning Council.

The Board of Governors (100 members) is selected to give representation to every section as well as to all walks of life, races and creeds.

Subsidiary Citizens' Planning Councils are established in the larger cities in the area. The local councils operate through sub-committees and an Executive Committee. If problems are local they are settled by the Local Council and do not reach the Regional Council.

Financing: The Citizens' Regional Planning Council does not require a large budget. It has an executive director and a small office staff who arrange committee meetings and prepare material for the committees. There are no membership fees; income necessary for maintenance and operation is from interested firms and individuals.

Work: Opportunities are provided for citizen participation in planning for better living. Local councils obtain facts from city officials and from all groups and organisations engaged in the solution of community problems. Data is analysed and made available to the public. The Council is thus a clearing house for ideas and plans and also an agency which initiates and recommends these ideas and plans. Some projects have been undertaken in the fields of Smoke Abatement, Urban and Rural Transportation, Neighbourhood Development, Veterans' Assistance, Flood Control and Health.

LOUISVILLE, KENTUCKY

The Louisville Area Development Association answered and returned our questionnaire.

It is an organisation in which Local Government, Banks, Utilities, Retailers, the Press and Radio, Labour and Manufacturers are represented. There is no formal membership. The annual budget is \$46,000. There are five paid staff members. The Association is supported by subscriptions.

A Board of Directors acts as the governing body of the Association. Its work is concerned with planning and promoting civic projects such as sewers, parks, expressways, union bus terminal and parking facilities.

MONTREAL, QUEBEC

The Greater Economic Council is the Council set up by the City in response to requests from the English and French Chambers of Commerce of Montreal. Originally its purpose was to study economic problems which might occur if there was a recession after the war. It has no by-laws or constitutions. Finances are supplied by the City through the Economic and Tourist Development Bureau.

An Executive Committee of twelve was appointed at the originating meeting. Now there are twenty-four members on the Committee. Representatives of the Board of Trade, the Chamber of Commerce, the Civic League and the Universities sit on the Committee with careful balance of French speaking and English speaking members.

Officers are Chairman, Vice-Chairman and Executive Director. Minutes of the Executive meetings are sent to Council members and interested individuals.

Public Meetings are held, often in the form of a dinner, where a well known speaker addresses the gathering.

Committees carry out research on major problems with either voluntary or hired assistants.

NEW YORK, NEW YORK

The National Municipal League, of which the Civic Advisory Council is now a member acts as a coordinating body for Citizens' organisations. The Municipal Review is published by the League and contains news of the activities of member organisations, articles of interest to citizens' organisations

and generally news and information of civic undertakings, developments and trends across the nation. There is a splendid book review, usually of publications on local government topics.

PHILADELPHIA, PENNSYLVANIA

Citizens' Council on City Planning

Organisation: The Citizens' Council on City Planning is made up of members who represent associations and agencies, about 120, and of individual members. The organisations represented are civic associations, professional groups, community councils, welfare organisations and labour unions. Members, whether organisational or individual, are interested in city and regional planning. The Council is not confined to the City of Philadelphia but is a metropolitan organisation. It works closely with the City Planning Commission, the Department of Public Works, the Health and Welfare Council and the Federation of Community Councils. Individual members join by paying dues while organisational members apply for membership and are approved or disapproved by the Board of Directors, consisting of twenty-one members.

The Executive Committee, consisting of the five officers of the Council, is elected annually by the "delegates" of the member organisations at their annual meeting. Each organisation which is a member is entitled to one voting delegate. Individual members have no vote. General meetings are held every other month except during the summer. In addition, conferences are held on particular topics and those interested attend. Board meetings are held monthly. Some of the Committees set up are: Community Planning Committee, Membership Committee, Public Improvements Committee, Public Relations Committee, Regional Planning Committee and the Nominating Committee.

Funds: The budget of \$27,000 is derived from Community Chest (90%) and membership dues (10%). Membership dues are as follows:

<u>Organisations</u>	<u>Individuals</u>
.50 minimum dues	\$2.00 minimum dues
10.00 regular	5.00 regular
25.00 contributing	10.00 contributing
50.00 sustaining	25.00 sustaining
100.00 sponsoring	100.00 sponsoring

The Budget is reviewed by the Community Chest. There is a staff of five.

Work: The Citizens' Council on City Planning, on request, provides information and help on matters connected with citizens planning to neighbourhood groups, individuals, schools and member organisations. Other publications are produced and distributed to provide planning information. The Council acts

as a channel by which citizens may be brought in touch with official agencies for planning and redevelopment of entire sections of the city. It organizes and services committee work, the arrangement of meetings at which planning problems may be discussed and from which action may develop. In addition the Council undertakes projects and programs of action such as the "Yardsville" undertaking for improving backyards.

Publications: The Council publicises City undertakings giving publicity to projects. "The Newsletter" and "Delegates Notes" are published covering the year's activities. Reports are used by City Departments, particularly the Planning Commission.

PITTSBURGH, PENNSYLVANIA

Allegheny Conference, Pittsburgh

Membership: Persons are drawn from the fields of industry, commerce, finance, labour, education and public administration to form the membership. They serve as individuals, not as delegates of associations. Membership is on the basis of interest and knowledge in regard to specific community problems. The Conference is in no sense a federation of civic agencies.

Budget: Approximatley \$100,000 is subscribed annually from private funds. In addition, grants are received for special purposes from individuals and foundations. The Conference has been affiliated with the Pittsburgh Civic Business Council, a central fund-raising agency, since 1945. This Council also raises funds for the Chamber of Commerce of Pittsburgh, the Pittsburgh Convention and Tourist Bureau, the Manufacturers' Council and the Better Business Bureau.

The detailed budget is prepared by the Budget Committee of the Executive Committee. It is submitted to the Executive Committee and upon approval by the Executive Committee goes to the Citizens' Sponsoring Committee. After approval by the Sponsoring Committee it goes to the Civic Business Council for approval.

Paid staff includes an Executive Director, Assistant Director, Secretary of the United Smoke Council, Director of Public Relations, Director of Research, Housing Research Consultant, Engineering Consultant, Office Manager, Secretaries, and stenographers - in all, 14 regular employees .

Work: The purpose of the Conference is to stimulate and coordinate research and planning, working toward a unified community plan for the whole region. Agencies participating in research projects for the Conference include the Pittsburgh Regional Planning Association, the Pennsylvania Economy League, The Bureau of Social Research of the Federation of Social

Agencies and the School of Agriculture of Pennsylvania State College. Some projects have been: Population Studies, Living Costs, Fuel Consumption, Agricultural Trans, Recreational Facilities, Parking Study, River-Rail-Truck Terminal Facility.

Constitution: Officers consist of a Chairman, three Vice-Chairmen, Secretary, Treasurer, and Executive Director, The Officers and members of the Executive Committee comprise fourteen persons. The Citizens' Sponsoring Committee of the Conference is a group of some fifty persons. In addition to the Executive Committee and the Citizens' Sponsoring Committee are several hundred individuals who give their time and experience as members of working and advisory committees. Some of the major committees are: Cultural Development, Health, Welfare and Recreation, Land Use and Zoning, Employment, Economic Problems, Housing, Neighbourhood Development, Highways, Parking, Water Supply, Refuse Disposal, Smoke Abatement and Research Coordination.

Meetings: The Executive Committee meets at least once a month, the Sponsoring Committee once every three months. The Annual Meeting of the Council is highlighted by an Annual Dinner.

Publications: Reports are submitted to those agencies, both public and private, concerned with the particular problem involved. After reports are approved by the Executive Committee they are released publicly.

PROVIDENCE, RHODE ISLAND

No organisational material was obtained from this city as the agency contacted was one established under the "Community Redevelopment Act" of Rhode Island in 1946. (The State and local provisions for redevelopment were found interesting for comparative purposes and are on file in the CAC office.)

REGINA, SASKATCHEWAN

It was learned that no organisation like the Civic Advisory Council is in existence in this City.

SAN FRANCISCO, CALIFORNIA

The San Francisco Bay Area Council Inc.

Organisation: The Council is an inter-community organisation which coordinates and unifies the efforts of individuals and of public and private agencies for Bay Area Development. Membership is open to all who are interested in the economic and civic development of the nine counties bordering San Francisco Bay. The Board of Governors is made up of 100 members, including a member of the Board of Supervisors from each of the Bay Counties, the Mayor from a city in each of the Counties and the President

of eleven city chambers of commerce. The balance is made up of representatives of agriculture, business, labour, education and other interests. Four meetings of the Board of Governors are held during each year.

Officers: The officers are Chairman, Vice-Chairman, Executive Vice-President, General Manager, Vice-President at large, Treasurer, Secretary, Assistant Treasurer, Assistant Secretary, Research Director and Director of Public Relations.

Executive Committee: The Vice-Chairman of the Council becomes the Chairman of the Executive Committee. In addition there are six members elected annually by the Board of Governors. The County Vice-Presidents also sit as members. The Chairman of the Council is a member of the Executive Committee, ex officio. The Executive Committee meets monthly or as called by the Chairman.

Working Committees are formed for special and area-wide projects. Chairmen of working committees are selected by the Board of Governors. Chairmen choose their own committee members.

Funds: The 1949 budget is \$90,000. There are seven staff members. Funds are contributed by interested organisations both civic and others. Normally pledges are signed for a three year period.

Work: The Council represents the medium through which the combined interests of the Bay Area Counties are represented in manufacturing, foreign trade, transportation, agriculture, legislative, educational and other development programs. The primary objectives include industrial development and expansion, world trade promotion, harbour development and maritime activities, area planning and such special projects as a second Bay crossing and adjustments in the public interest of property owned and leased by the Federal Government.

The facilities of the Council are used to a large extent by governmental units. Part of the work of the Council is initiated in the Council but it also accepts and considers requests from Planning Commissions, City Councils, Boards of Supervisors, Chambers of Commerce and others. Some projects of the Council are for example: 1) The Bay Area World Trade Promotion Committee whose membership is representative of the Shipping, World Commerce and Export-Import trade of the area sponsored by the Annual World Trade Institute. The Committee reported to the United States Department of State on the International Trade Organisation Charter and other matters. 2) The Bay Area Transportation and Traffic Committee which was formed with members selected from all parts of the area on the basis of population. This Committee held conferences with representatives of the Army-Navy Board and the State Department of Public Works who had submitted the two major proposals for

crossing the Bay. The Committee developed a report based on public hearings, examination of sites and meetings with county and city engineers. The report, including majority and minority recommendations, was presented to the Council's Board of Governors. The Board studied it and forwarded it to the State Governor.

Publications: A Bay Area Public Relations and Advertising Committee advises the council on promotional policy and activities. Reports are submitted to all major organisations and members in the area. The Council has had great success in securing the cooperation of governmental bodies and city administrations insofar as recommendations by the organisation are concerned. The Council cooperates in publishing information concerning the area. For instance, it cooperated with the San Francisco Junior Chamber of Commerce in publishing a booklet, "More Shippers are Moving More Cargo to More World Markets Through the Golden Gate."

SEATTLE, WASHINGTON

Municipal League of Seattle: The League serves Seattle and neighbouring King County in providing a means of contact between citizens and government. It stimulates interest in the problems of local government encouraging citizen participation.

The Membership is now over 4,000. Any citizen who feels the desire for closer contact with public officials and seeks more facts about local government may belong.

Financing: In 1948, revenues totalled \$48,000. Funds are raised from membership fees and voluntary contributions. Contributing members pay \$25.00 or more per year, regular members pay \$10.00 per year and special members pay annual dues of \$5.00. The League's policy with regard to finance is, "A little money from a lot of people, rather than a lot of money from a few."

The Staff consists of eight members, including an Executive Secretary, three assistants in charge of membership, research and public information, a part-time legal counsel, an office manager and a stenographic assistant.

A Board of Trustees of 18 members directs League policy and program. The Board members are elected by the membership annually in May.

A Nominating Committee submits to League members a list of candidates for trustees at least twenty-five days before the annual election. An Election Committee sends out ballots which are marked by League members and returned. Votes are tallied and results are announced at the annual meeting. The term of office is two years, nine trustees being elected each year.

Officers are a President, two Vice-Presidents, the Treasurer and Executive Secretary.

An Executive Committee of seven is appointed by the Board of Trustees. Four of the seven are the officers of the League.

Standing Committees work in the following fields: Candidates Investigation, City Budget and Finance, City Planning, County Planning, Government Research, Legislative, Membership, Town Criers (Speakers) and others. Committees as well as staff members make investigations to gather information for reports.

Work: The League has completed over 40 major projects within the past three years. The League campaigned for a new City Charter and was successful in obtaining an improved city government. Modernization of King County's system of government is now under way. The League promoted centralized county purchasing saving King County taxpayers over \$50,000 in its first year of operation. This is to cite only a few instances of programs planned and carried out by the League.

Publications: Reports published by the League have dealt with major civic issues such as Pre-election Information, Candidates for Election, Sewage Disposal, Taxation, Press coverage of League Reports and Comments has been most complete. The League also publishes pamphlets describing the organisation and its work.

TORONTO, ONTARIO

The Civic Advisory Council of Toronto (formerly the Toronto Reconstruction Council) was established under City By-law (1) in 1943, for the purpose of placing on a permanent basis a special committee which had been appointed to examine into and report on (a) the position, powers, duties and responsibilities which it considered that the municipality should have in the postwar era, (b) the plans and policies which it recommended should be adopted by the municipality so that in cooperation with Federal and Provincial Governments and labour provision might be made for employment and social security.

Membership: The Council is made up of members nominated by bodies named in the By-law or of individuals appointed by the Council from time to time. There are five classes of organisational membership:

(a) Bodies nominating one representative to the Council, e.g. Retail Merchants Association, Welfare Council of Toronto.

(1) City Council Minutes 1943, Appendix B, By-law 16051

- (b) Bodies nominating **two** representatives to the Council, e.g. Board of Control, Canadian Congress of Labour, Trade and Labour Congress of Canada.
- (c) Bodies (three), each of which sends three representatives, e.g. The Canadian Legion.
- (d) Women's Organisations (three) each of which sends one representative, e.g. Women Electors Association of Toronto.
- (e) Organisations (five), each of which sends one representative not over twenty-nine years of age, e.g. Y.M.C.A., Junior League.

No membership fee is required. The Council may invite other bodies to become members and appoint representatives.

Financing: It has so far been entirely by city funds. In December of each year the Council submits to the City Council a budget of its estimated expenditures for the coming year. Expenditures of public funds must be only as provided for in the estimates for the current year. Provision is made in the By-law for financial assistance from other sources but to date no attempt has been made to obtain such funds.

Staff: It was provided that the Council should appoint "such staff, clerical, technical or otherwise as it considers necessary." Present staff consists of: Executive Assistant, Deputy Executive Assistant, two full-time stenographers, Research Consultants, Community Counsellor⁽¹⁾

Officers are: Honorary Chairman, His Worship the Mayor; Chairman and Vice-Chairman. (Secretary was provided for in the By-law but this office has lapsed.)

The Executive Committee is comprised of the Chairman, Vice-Chairman and the chairmen of the advisory committees.

Advisory Committees are appointed by the Executive Committee. An advisory committee is made up of three council members, one of whom is designated Chairman by the Executive Committee. In addition to the usual three members, the Executive Committee may, with the approval of the Council, appoint others to serve on advisory committees. Any member of the Council who desires to become a member of a committee may do so by notifying the Executive Committee in writing of his wish in this regard. Some of the Committees provided for in the original by-law are: Powers and Duties, Liaison, Social Security and Services and Community Welfare, Rehabilitation of Members of the Armed Forces, Employment in Industry, Public Relations, Community Research. Since 1943 ad hoc committees have been set up from time to time to deal with matters as they have come up or to

(1) See City Council Minutes, 1947, Appendix "A", p.p. 859, 1581.

prepare reports as requested. Three committees preparing reports to be released shortly are: The Committee on Metropolitan Problems, The Committee on Municipal-Provincial Fiscal Relations and The Committee on Auditorium and Convention Facilities.

Work: The Civic Advisory Council is advisory to the City Council and has the powers and duties to enquire into, report on and make recommendations with respect to: position, powers, duties and responsibilities which a municipality should have in the postwar era, plans and policies the municipality should adopt in cooperation with the Federal and Provincial Governments for employment and social security, rehabilitation of members of the armed forces. (This listing is not exhaustive). It was provided that the Council should organize and conduct a general public educational programme through news stories and by supplying free of cost speakers to fill radio and other engagements before interested groups, and generally to acquaint the public with the need and advantage of early post-war planning. By-law 16051 stated that the Council should have the assistance of technical representatives from the various Departments of the Corporation and its associated Boards and Commissions and should have the assistance of persons with engineering, architectural or other technical professional experience. Although the purposes of the council have not been officially re-stated since 1943, the trend has been toward a consideration of long-term planning rather than immediate post-war planning.

Publications in the form of reports have been released by the Council having been prepared by Committees on consultation with experts or having been written by technical or professional people outstanding in their fields. These are usually reports on subjects about which the City Council requests information. A bulletin covering Council activities is sent out to Council members at regular intervals. An Annual Report is published as is required under Section XI of the enabling By-law.

WASHINGTON, DISTRICT OF COLUMBIA

The American Planning and Civic Association supplied us with the report of their Committee on Citizens Organisations for Planning. It was noted that data on the Community Planning Association of Canada was included in this report. The report is most valuable in that it includes information such as the date the organisation was established, the name and address of the executive director in each case, the composition of the policy directing body according to occupation of its members and the undertakings and achievements of the organisation. However, if our survey, is to be useful as reorganisational data we must look to constitutional provisions as well.

WINNIPEG, MANITOBA

It was reported that no organisation like the Civic Advisory Council functions in Winnipeg.

YOUNGSTOWN, OHIO

The Greater Youngstown Foundation answered our questionnaire and supplied us with descriptive information concerning its constitution and program.

Membership: The Foundation acts as a coordinating agency of other groups forming an autonomous body of citizens determined that the community will grow and prosper. Some of the members represent agencies and some serve as individuals. Organisational members are appointed by their parent organisations. The Foundation's objective is to insure stability of population and opportunity of success for the people who live in Youngstown and in the surrounding area.

Officers are: President, 2 Vice-Presidents, Treasurer and Secretary.

The Executive Committee consists of 24 persons elected by the Board of Trustees from its membership. Meetings are held quarterly.

Board of Trustees is limited to 80 members serving 3 year terms, one-third being elected each year.

Financing: The annual budget is \$25,000, raised by contributions. Funds are provided for longer than a fiscal year.

Staff consists of four paid members.

Work: The Foundation stands for municipal improvement in all its forms. A New Industries Campaign was undertaken in Youngstown and the New Industries Committee of the Foundation prepared a most comprehensive report on conditions as a result of their survey. The Committee on Parking prepared a valuable report on the parking of automobiles in Youngstown. The Annual Report gives a clear picture of the activities of the Federation and is usually distributed at the annual dinner.

PART II

INTERESTING FEATURES WHICH MIGHT BE
CONSIDERED IN REORGANISATION

1

Membership in the agencies surveyed was of two types, organisational, where members were selected as delegates from a group, and individual, where members served in an independent capacity. Some Associations provided for organisational membership only; others drew from the general public who joined as individuals. However, the majority combined the two types of membership.

In most cases, provisions were made for some sort of screening of applicants for either class of membership, e.g. the Constitution of the Citizens Planning and Housing Association of Baltimore provides that persons qualifying for membership should be interested in the purposes and activities of the Association and must be approved by the Board of Governors of the Association.

Organisational membership was found to be acquired in some instances by virtue of the office held by an individual in an association, society or civic body, e.g. the Chairman of the Board of Supervisors of each County in the area is a member of the San Francisco Bay Area Council because of the position he fills.

Usually a society, club or organisation was asked to select a member to represent it when the Association was being formed. Rarely, the Association named the delegate it wished to have representing a member organisation. (See Montreal, Greater Economic Council.)

Membership was often classified according to fees paid. Members paying higher fees sometimes had different privileges; usually the difference was in voting powers.

The Civic Advisory Council was unique in allowing some member organisations to send more representatives than others to the Council. Veterans' organisations, for instance, were allowed to send three representatives.

A great many organisations were on an area basis rather than confined to city membership. Where this was the case, the programs undertaken were area-wide in scope.

Constitutions and by-laws were drawn up by most associations so that a certainty existed as to who should make up the organisation, what governing bodies should control the policy of the organisation, how voting should be carried out within the organisation and when and how meetings should be held.

It is noted that the City by-law setting up the Toronto Council states the form a constitution should take in a general way but the Council itself has not drafted governing by-laws under the enabling City ordinance. No doubt there are advantages for the agency operating within the terms of a defined constitution as well as advantages to an association which is not bound to follow rigid provisions.

A main difference noted between the Civic Advisory Council and other organisations studied was that the Civic Advisory Council had no executive body other than that composed of the Officers of the Council and Chairmen of the Committees. In other organisations there was provision for a Board of Directors or a Board of Governors which elected or appointed Committees. Then the Committees were responsible to the body setting them up. In other words, Committee Chairmen were not part of an executive body to which they were themselves responsible. In one instance, the executive body was made up of the officers of the Association, the Chairmen of Standing Committees (not of ad hoc committees) and, in addition, fifteen others. No doubt, whatever the provisions, the same people would often act as committee Chairmen as well as being Board members.

Provisions for Nominating Committees and voting by mail seemed to be popular among the organisations who sent us information. There were various methods of selecting a nominating committee but it usually sent out a list of candidates standing for office to members who had the privilege of amending the list within a set period. Voting by mail avoided the confusion and loss of time in carrying on an election at an annual meeting. Election results, in the case of voting by mail, were announced at the annual meeting.

Financing, in the organisations studied, was for the most part by membership dues and voluntary contributions. In some instances, public funds were granted to supplement funds drawn from other sources. The opinion expressed in many cases was that an organisation enjoyed greater freedom of action where it did not draw from public monies. However, it is evident that in receiving funds from voluntary contributors, there is the possibility of large sums being received from a few big interests who, in theory, at least, could exert the same pressure as government could, if it saw fit. Organisations, generally, seemed to draw from many sources and sums large and small were paid in, thus avoiding the danger of pressure groups.

The programs undertaken were varied but all seemed to have as their purpose civic betterment in some form. Ideas for civic betterment in the way of physical planning ranged all the way from redeveloping large areas to encouraging the improvement of backyards. Some associations took polls of opinion and passed the results of the survey on to civic authorities. Others sponsored research on civic problems and sent reports by experts to government agencies.

Criticism of government at its different levels was found to be undertaken as a major program by many citizens' organisations. In the case of the Citizens Union of New York questionnaires were sent out to candidates in City elections to learn their policy regarding civic issues, e.g. housing and transportation. The Citizens League of Cleveland has served as a critic of government since 1896. The Citizens' Housing and Planning Council of Detroit keeps its members informed of proposed legislation and at the direction of its executive sends letters expressing the opinion of its members on current issues. The Council furnishes detailed information of legislation, including its progress through the legislature on request.

Publications are not confined to reports and recommendations resulting from objective research, nor do they stop at reports of surveys and polls of opinion. A great deal of the material distributed by the organisations is for the purpose of publicity. Interest in the organisation is stimulated with a view to having more citizens participate in civic enterprises. Education of the public is undertaken and people are made aware of undesirable conditions that exist and possible remedies for them. The radio is used as a means of contact with the public. Some organisations operate a Speaker's Bureau and will furnish or recommend speakers on interesting educational subjects, to groups requesting them. It was noted that American associations make widespread use of publicity in its various forms for their organisations. The citizens are made aware of the existence of the agency in their community and can judge from the material circulated whether the open invitation to participate is worthy of acceptance.

Roberts "Rules of Order" was cited as the official guide to procedure in many instances.

APPENDIX I

The Civic Federation
Chicago 2, Illinois.

The Civic Federation, Incorporated February, 1894,
Chicago Bureau of Public Efficiency, Established August, 1910.

CONSTITUTION AND BY-LAWS

Articles of Incorporation

1. The name of the corporation shall be The Civic Federation.
(As amended February 27, 1941.)

2. The object for which it is formed is

to provide a citizen agency for promoting efficiency and economy in the organization and management of public business; for guarding against wasteful expenditure of public funds and excessive taxes; and for furnishing the public with accurate information concerning governmental revenues and expenditures.

3. The management of the aforesaid The Civic Federation shall be vested in a board of twenty-seven Directors.

4. The location is in the City of Chicago, in the County of Cook, in the State of Illinois, and the post office address of its business office is at 69 West Washington Street, Room 801, in the said City of Chicago.

BY-LAWS
(As Amended, October 17, 1947)

Membership

Section 1. Any citizen of the State of Illinois, or any partnership or corporation doing business therein, without respect to religious convictions or political affiliations, who subscribes to the objects of the Corporation and contributes to its support may become a member thereof upon approval of the Board of Directors. The Directors shall have the power by a majority vote of the entire Board to revoke the membership of any person, partnership or corporation in this Corporation.

Dues

Section 2. The Board of Directors shall make such provisions with regard to the payment of dues as it may deem proper.

Members' Meetings

Section 3. There shall be an annual meeting of the members of the Corporation on the third Monday of October in each year after the year 1942, for the purpose of receiving the annual report of the Board of Directors and for the transaction of such other business as may come before the meeting. At each such annual meeting there shall be elected nine directors to succeed the directors whose terms of office expire in such year. The term of office of a director shall be three years, except that any director elected to fill a vacancy shall serve for the unexpired remainder of the term vacated. Directors shall hold office for the term for which they are elected and until their successors are elected and qualified. Election shall be by ballot unless otherwise ordered.

At least thirty days before each annual meeting the Board of Directors shall appoint a nominating committee of three members, whose duty it shall be to nominate candidates for membership on the Board of Directors and to report its nominations at the annual meeting of such year. Vacancies occurring in the Board of Directors may be filled by election by the remaining members thereof.

Any member of the Corporation who holds, or who shall be elected or appointed to hold, any public office, shall automatically become ineligible to serve as a Director of the Corporation and shall remain ineligible during his tenure of such public office.

All members shall be notified of such annual meetings and each member who attends shall be entitled to one vote. Any person appearing as the representative of a partnership or corporation shall present written authority to the Secretary at the opening of the meeting and thereupon shall be entitled to participate at such meeting and to cast one vote upon each matter which may come before the meeting. Special meetings of the membership may be called by the President, with the approval of the Board of Directors, upon the giving of ten days' notice, which notice shall state the purpose of the meeting. Voting by proxy shall be provided for in connection with each meeting of the membership.

Thirty members present in person or by proxy shall constitute a quorum at any regular or special meeting of the membership.

Board of Directors

Section 4. The control and management of the affairs and funds of the corporation shall be vested in its Board of Directors. Regular meetings of said Board shall be held on the third Monday of October in each year, following the meeting of the Membership, and at such other times as may be fixed by said Board. Special meetings may be called at any time by the President or by any three members thereof. Nine members shall

constitute a quorum for the transaction of business. No Director shall receive any compensation from the Corporation for service performed as Director or Officer thereof.

Officers

Section 5. At the regular meetings of the Board of Directors held on the third Monday of October of each year, or at any adjournment thereof, the Board of Directors shall elect a President, three Vice-Presidents, a Treasurer and an Executive Secretary who shall hold office for a term of one year and until their successors are elected and qualified. A vacancy occurring in any office may be filled in the same manner at any meeting of the Board. Any officer may be removed at any time by a two-thirds vote of the Board. All officers except the Executive Secretary shall be chosen from among the Directors. The Board of Directors shall meet at least four times a year.

Section 6. The President shall be the executive head of the Corporation, shall attest all of its acts by his signature, and perform such other duties as usually attach to the office of President.

Section 7. The Vice-Presidents shall respectively perform the duties of the President in case of the latter's absence or inability to perform them, in such order and manner as shall be provided by the Board of Directors.

Section 8. The Treasurer shall have charge of all the moneys belonging to the Corporation and shall receive, receipt and be responsible for the same. All such moneys when received shall be deposited by him in bank as Treasurer, in an account entitled "The Civic Federation, General Account." Funds shall be drawn from this account upon order of the Treasurer only for the purposes of the Corporation, and by transfer to an account entitled "The Civic Federation, Special Account." Such transfer shall be made only when the necessity therefor is evidenced by voucher-check drawn on the latter account, signed by the Executive Secretary, or in his absence or inability to act by some person designated by the Executive Committee or the Board of Directors to act in his stead, and counter-signed by the President or by one of the Vice-Presidents.

Section 9. The Executive Secretary shall be responsible for carrying on the work of the Corporation under the direction of the President and Executive Committee, and in accordance with policies determined by the Board of Directors. He shall keep the official records of the Corporation, shall attest its official acts, and shall perform such other duties as shall attach to the office of Executive Secretary, or as may be required by these by-laws, or by the President, Executive Committee or Board of Directors. He shall attend all meetings of the Board of Directors and of the Executive Committee unless otherwise directed by said Board or Committee.

Executive Committee

Section 10. The Board of Directors shall appoint an Executive Committee consisting of six members of said Board, one of whom shall be the President of the Corporation, to keep in touch with the detailed work of the Corporation and to supervise and direct the same, subject to the general direction and control of the Board of Directors. Subject to such specific direction and such general rules as may be adopted by the Board of Directors, the Executive Committee shall have power to fix the compensation of all officers of the Corporation other than Directors, to authorize the employment of staff members and fix their compensation; and to authorize such other expenditures by the Corporation as it shall deem necessary for the proper conduct of the work thereof.

Finance and Other Committees

Section 11. The Board of Directors also may appoint or authorize the Executive Committee to appoint the Chairman and members of a Finance Committee and of such special committees as it may from time to time deem necessary or desirable in order properly to conduct the work of the Corporation. The duties of any such committees shall be determined by said Board.

Advisory Committee

Section 12. The Board of Directors may also provide for the appointment of an Advisory Committee of persons interested in promoting the purposes for which the Corporation is organised. Members of the Advisory Committee shall be notified of and privileged to attend and participate in all meetings of the Board of Directors but shall not vote therein.

Reports and Other Public Statements

Section 13. Reports or other public statements made by, or on behalf of, the Corporation shall be in writing, except as herein otherwise provided, and on all matters involving policy shall be made only upon the approval of the Board of Directors or of the Executive Committee pursuant to special or general authority granted by said Board. All such reports or other public statements shall be signed by the President, or, in his absence or inability to act, by a Vice-President and may be signed by the Executive Secretary unless otherwise directed by the Board of Directors or Executive Committee; Provided, that the President may designate any elected officer or staff member to appear before public bodies and committees or private groups for the purpose of presenting information or making statements strictly in accordance with policies adopted by the Board of Directors.

Changes in Articles of Incorporation

Section 14. The Articles of Incorporation of the Corporation may be changed at any regular meeting of the membership or at any special meeting thereof called for such purpose by the affirmative vote of at least two-thirds of the votes entitled to be cast by members present or represented by proxy at such meeting, provided that a copy of such proposed change in such articles as may be proposed by the Board of Directors shall accompany the notice of any meeting at which such change is to be acted upon.

Amendments to By-laws

Section 15. These by-laws may be amended at any regular meeting of the Board of Directors of the Corporation or at any special meeting thereof called for such purpose. A notice of any proposed amendment shall be sent to each Director with the notice of the meeting at which the amendment is to be prepared.

October, 1947.

APPENDIX II

Municipal League of Seattle By-Laws

Article I
Membership

Section 1. Any natural person residing in or near the County of King may become a member when approved by the Board of Trustees.

Every application to the Board for Active membership shall be accompanied by dues for one year.

Section 2. There shall be three classes of membership designated as Honorary, Active and Associate. Only Honorary or Active members shall be entitled to vote or to hold office in the League, and the rights and privileges of all Honorary and Active members shall be equal regardless of the amount of dues paid.

Section 3. Honorary members shall be those persons designated by reason of outstanding service to the Municipal League or to the community. Honorary memberships for a period of one year may be created only by unanimous vote of all Trustees and may be terminated at any time by a majority vote of the Board. During the continuance of an Honorary membership, the holder thereof shall be exempt from the payment of dues.

Section 4. Active memberships shall be of three kinds -- designated as Contributing, Regular and Special. Contributing members shall be those who pay Twenty-five (\$25.00) or more per year for the support of the League. Regular members shall be those who pay annual dues of Ten Dollars (\$10.00) per year. Special members shall be those who pay annual dues of Five Dollars (\$5.00).

Section 5. Associate members shall be those whose annual dues are less than Five Dollars (\$5.00) per year. Classes of persons eligible for Associate memberships, their rights and privileges, and the amount of the dues shall be determined by the Board.

Section 6. Membership dues after the first year shall be payable annually in advance on the first day of the month following the anniversary date of application. Any member becoming six months in arrears shall be dropped as a member of the League, except that the Board may in its discretion waive all or any portion of delinquent dues.

The Board may by resolution authorize the continuance of any Active or Special membership temporarily without the payment of dues in the event that the holder of the membership is called into the armed services of the United States or is temporarily required to be absent from King County.

Section 7. When a membership ceases from any cause whatever, all rights and interests thereunder revert to the Municipal League of Seattle.

Section 8. A membership may be terminated for any cause which the Board shall deem sufficient, under the following procedure; The Board may, by a three-fourths vote of those present at any regular Board meeting, ask for the resignation of a member. If such resignation is not received within thirty (30) days thereafter, said member may be dropped by a three-fourths vote of the Trustees present at any regular meeting, provided said three-fourths shall in no case be less than the majority of the whole Board. Unanimous vote of those Trustees present at any Board meeting may terminate a membership at any time; provided, that notice of the proposed action has been mailed to all Board members three days in advance.

Section 9. All contributions to the League shall be subject to the approval of the Board. Any contributor of \$25.00 or more in any year, if not eligible for membership in the League, may designate a person as a representative of the contributor to be a regular member of the League for the year covered by the contribution, subject to the approval of the membership in the usual way by the Board.

Article II Government

Section 1. The entire management and government of this corporation, except as otherwise expressly provided herein, shall be vested in a Board of Trustees.

Section 2. On petition signed by at least 10% of the active membership, the President shall call a meeting of the membership for the discussion of the subjects set forth in the petition. No vote on matters in the petition shall be taken at such meeting, but if the majority of the members in attendance at that meeting so order, the President shall submit to the membership by a mail ballot such questions as are presented in the petition. The vote of the membership shall not bind the League unless 50% of the qualified members vote and two-thirds of the votes cast are in agreement on the question or questions as submitted, provided further, that a majority vote of the active membership of the League will in any case bind the League. No such action shall in any case be retroactive.

Article III Board of Trustees

Section 1. The Board of Trustees shall be composed of not more than twenty-one (21) members of the League which shall include the elected officers and the immediate past president. No more than eighteen (18) trustees shall hold office by election by the membership.

The Board shall elect the President for a term of one year. Any active member of the League is eligible for election as president.

The Board shall elect one Vice-President each year to serve for a two-year term. Any trustee is eligible to election as Vice-President.

The Board shall elect the Treasurer to serve one year. Any active member is eligible to be elected treasurer.

One-half of the total number of trustees who are to hold office by election shall be elected annually to serve for a term of two years.

All officers and Trustees above provided for shall hold office until their successors are elected and qualified.

Section 2. The Board of Trustees shall hold regular meetings at least once each month. Special meetings may be held at the call of the President. Seven members shall constitute a quorum.

Section 3. No debts shall be incurred or funds appropriated other than the general operating expenses, except by order of the Board of Trustees with approval of the Finance Committee.

Section 4. The Board shall be the governing body of the corporation and shall determine the policy and speak for the League upon all matters. The Board may refer questions of policy to the membership by referendum.

Section 5. If any member of the Board shall be absent from three successive meetings of the Board, his office automatically shall become vacant unless absence is excused by the Board.

Section 6. The Board shall have the power to fill all vacancies among the officers and trustees for the full unexpired term.

Section 7. The Board shall appoint an Executive Committee of at least seven members from its membership, which shall include the four officers of the League. The Executive Committee shall be authorized during periods between Board meetings to perform any duty or carry on any function which the Board itself may legally perform, provided, however, that actions of the Executive Committee shall not be valid without the favourable vote of at least six members of said committee, and provided further, that such actions of the Executive Committee shall be recorded in the regular minute book of the Municipal League and shall be reported to the Board of Trustees at the first meeting after such action is taken.

Section 8. Advisory Council. The Board by resolution may create an Advisory Council from the membership of the League of such number, and selected in such manner, as the Board may determine in order to provide the Board with additional advice and counsel.

Article IV
Elections

Section 1. The annual election of trustees shall be held in the Month of May of each year at a time and place to be fixed by the Board. At least four weeks notice of said election shall be given.

Section 2. Approximately 60 days before the annual election, the Board shall appoint a Nominating Committee of five members. At least 25 days before the annual election, such Nominating Committee shall make known to the members of the League its nominations which shall consist of one or more names for each position to be filled by election.

Section 3. Any other active member of the League may be nominated for any elective office upon the written petition of five members of the League sent to the Secretary at least 15 days before the date of the annual election.

Section 4. The Board shall appoint an Election Committee at least one week before the election which shall mail a ballot containing all nominations properly made to each active member of the League, together with an envelope in which the ballot may be enclosed and sealed with no mark thereon to indicate the person voting the same, and another envelope in which said envelope may be enclosed and on which the member's signature must be written, and which may be mailed either to the Committee or handed in at the election by the member in person any time before the polls are declared closed by the President. No ballot shall be counted unless enclosed in such an envelope with the signature of the member voting. The Committee shall thereupon collect the ballots and check the signatures against the list of active members which shall have been prepared under its direction. No envelope shall be opened until the polls are declared closed and then only by the committee in the presence of each other. The inner envelope shall be separated from those containing the names of the voters so that the ballot shall be secret.

Section 5. The Trustees shall be elected by the quota or proportional representation method as herein after provided:

- A. The ballots for the trustees shall be marked by the use of numbers, number 1 representing the first choice, number 2 the second choice, and so on for whatever number of persons the member may wish to vote. No number shall be used more than once in marking a ballot.

- B. In counting the ballots, the following procedure will be followed: First, the number of valid ballots cast shall be determined; second, the quota shall be determined by dividing the total number of valid ballots by the number of positions to be filled and the result, disregarding the fractions, shall be the quota; third, the ballots shall be counted first according to the first choice except as provided below; fourth, whenever any candidate receives the quota, he shall be declared elected, and no further votes shall be counted for him, but shall be counted for the next choice marked on the ballot; fifth, after completion of the counting of first choices, the candidate receiving the lowest number of votes shall be eliminated and the ballots cast for him shall be transferred to their second choice, or next effective choice; sixth, after completion of this transfer, the candidate who then has the lowest number of votes shall be eliminated and the ballots cast for him transferred; seventh, this process shall be continued until a candidate has been elected to each position to be filled, provided, however, that when the number of remaining candidates has been reduced to the number of positions to be filled, those remaining shall be declared elected.
- C. In case of any tie in the counting of votes, the candidate having the fewest number of votes after the last previous transfer shall be declared defeated.
- D. The election committee shall keep a record of the transfer of each ballot, which record shall be on the back of the ballot.

Article V
Officers

Section 1. The officers of the League shall be the President, the two Vice-Presidents, the Treasurer and the Executive Secretary.

Section 2. It shall be the duty of the President to preside at all meetings of the League and of the Board of Trustees and to have general supervision of the affairs of the League. The President shall be ex-officio member of all committees, with power to call and attend committee meetings. In no case shall the same incumbent serve more than three consecutive years as President.

Section 3. The Vice-Presidents shall be designated as First and Second Vice-Presidents, respectively, in order of seniority. It shall be the duty of the Vice-Presidents in order of seniority to act in the absence or disability of the President, and to perform such other duties as may be assigned them by the President or the Board.

Section 4. The Treasurer shall have general charge of the finances of the League. He shall supervise accounts and make monthly reports to the Board and shall make a full report to the membership annually. Accounts shall be audited annually by a qualified accountant.

Section 5. The Executive Secretary shall be appointed by the Board of Trustees and shall be the executive officer of the League. He shall attend meetings of the League and of the Board and shall keep and sign a record of all proceedings. He shall conduct all correspondence of the League, keep a roll of members and perform such other duties as may be required of him by the Board. He shall be responsible for the keeping of the League's records and accounts, shall have immediate charge of receipts and disbursements, and shall be bonded.

Article VI
Meetings

Section 1. The Board of Trustees shall determine the time and place of holding the meetings of the League and shall promulgate such rules as will provide for their proper conduct.

Article VII
Committees

Section 1. The President shall have the power to appoint such committees as he deems proper, except as herein otherwise provided.

Article VIII
Amendments

These by-laws may be amended by a two-thirds vote of the entire Board, providing that notice of the proposed change in the by-laws shall have been read and considered at a previous meeting of the Board and printed in the official publication of the League at least one week prior to the final action, which action cannot be taken by the Board unless adequate notice of such is sent to each member thereof.

These by-laws may also be amended by the membership in the following manner; A petition which specifies the amendments desired and signed by at least 10% of the active members shall be presented to the President of the Municipal League who then shall order a referendum upon the amendments. The amendments shall be adopted providing 50% of the active members vote and two-thirds of the votes are cast in favour of the amendment, provided, further that a majority of the active membership of the League will in any case adopt the amendment.

Article IX
Public Officers

Section 1. No elected public officer or candidate for elective public office, shall be eligible to election as an officer or trustee, and should any officer or trustee of this League become an elected public officer or candidate for elective public office, he shall thereupon cease to be an officer or Trustee of this League; provided that a precinct committeeman shall not be construed to be an elective public officer within the meaning of this section.

Article X
Scope of Activities

Section 1. The work of the League shall embrace the governments and welfare of the City of Seattle, of King County and all the municipal corporations wholly or partially within the boundaries of Seattle.

Article XI
Rules of Order

Section 1. Roberts Rules of Order shall govern all proceedings of all meetings of the League, of the Board of Trustees, and of committees, insofar, as they do not conflict or are not inconsistent with the provision of these by-laws.

APPENDIX III

Fort Wayne Constitution

Article I

Name

Section 1. The name of the association shall be the Citizens' Council of Fort Wayne.

Article II

Sponsorship

Section 1. The Citizens' Council shall be sponsored by and shall collaborate with the Fort Wayne Civic Association as a non-profit organisation.

Article III

Objectives

Section 1. To discuss and consider solutions to civic problems confronting participating groups and to assist them in distributing to their members information of value to citizens who are interested in the development of their community through planning.

Section 2. To provide a central agency for eliminating duplication of effort on the part of organisations which seek to advance the public welfare by seeking civic improvements.

Section 3. To promote broader participation of the entire community in planning and civic development by actively assisting in the building of an increased membership in the Fort Wayne Civic Association.

Section 4. To stimulate attendance at all civic meetings held under the auspices of participating groups by establishing a Speakers' Bureau for the purpose of furnishing their members the enlightened opinions of qualified experts in the field of civic planning, and an over-all Program Committee to serve the member groups.

Section 5. To submit the considered recommendations of the members of the Council in the form of resolutions to the members of their respective organisations, which, when approved by a majority of the groups, shall become the official policy of the Fort Wayne Civic Association, subject to the ratification of its Board of Directors. In the event the Fort Wayne Civic Association shall fail to ratify such action, then the Council shall function in a like manner as its own spokesman.

Section 6. To further the purpose of good communities which is to bring to men, their families and future generations the fullest enjoyment in living.

Article IV
Membership

Section 1. Membership on the Council shall be composed of those who meet the following requirements for membership:

Each member must have his legal residence within the borders of the state of Indiana.

Section 2. Each member and alternate members must establish to the satisfaction of the officers of the Council that they are members in good standing in the Fort Wayne Civic Association.

Section 3. The President, Vice-President and Secretary of the Fort Wayne Civic Association shall by virtue of their offices be members of this Council but shall be entitled to cast only one vote in the meetings of the Executive Committee and of the Council.

Section 4. Each member and alternate members must present to the Executive Committee of the Council, proof that they have been duly elected by their member organisation or appointed by its president as official representatives on the Citizens' Council and must receive a majority vote of approval by the members of the Executive Committee of the Citizens' Council.

Section 5. The members of the Council shall have the power to withdraw the privilege of membership on the Council by a two-thirds vote of the Council members.

Section 6. Representation on the Council shall be limited to neighborhood civic groups, and to non-profit organisations embracing not less than ten (10) members, officer representation and a program calling for not less than four (4) meetings yearly.

Section 7. Each member shall file with the Secretary of the Council the names of two qualified alternate members of his organisation who have agreed to serve in an alternate capacity for the voting member in event of his absence from the Council when called upon to do so by it's President.

Section 8. Alternate members shall serve the Council, the Fort Wayne Civic Association and their Member Organisation as Chairmen of the Over-All Membership and Program Activities of this Council, and shall attend all Council meetings.

Article V
Officers

Section 1. The officers of this Council shall be a President, Vice-President and Secretary-Treasurer, who together with the members of the Executive Committee shall constitute the governing body. Their duties shall be those which usually pertain to their respective office.

Section 2. No officer or member of the Executive Committee shall hold a public office in the service of government.

Section 3. All officers and elective members of the Executive Committee shall be elected by secret ballot at the Annual Meeting and shall continue in office for one year following their installation until the next annual meeting and until their successors are elected.

Section 4. The majority of all votes cast by Council members or their accredited Alternate members shall be necessary to constitute an election. No member organisation shall have more than one vote.

Article VI
Executive Committee

Section 1. The Executive Committee shall be composed of twelve members, consisting of the three officers of the Council, the President, Vice-President and Secretary of the Fort Wayne Civic Association and other members to be elected from the Council.

Section 2. The Executive Committee shall hold monthly meetings and the President of the Council shall by virtue of his office serve as Chairman of this Committee.

Section 3. An implied obligation rests upon the members of this committee to serve as Chairmen of committees appointed by the President of the Council in order that the governing body may be fully informed at its meetings as to the business of the Council.

Article VII
Meetings

Section 1. Meetings of the Council will be held monthly on the first Wednesday evening of each month at 7.30 o'clock at a place to be selected by the Executive Committee.

Section 2. The Annual Meeting shall be held each year on the first Wednesday in December.

Article VIII
Limitation of Powers

Section 1. The power of non-concurrence in the decisions of the Council is reserved to the participating organisations represented on the Council.

Section 2. The Council shall follow the democratic process of submitting its findings and recommendations in the form of written resolutions to the participating groups through their Council Representative for ratification and approval of their member groups.

Section 3. When a majority of the member organisations have filed with the Secretary of the Council their written acceptance and approval of a resolution submitted by the Council, then the Fort Wayne Civic Association, as the official spokesman for the Member Organisations who have concurred, may publicize the actions of these groups without binding those organisations who represent the minority viewpoint to any course of action or implied approval.

Section 4. Member organisations who fail to concur in the adoption of any resolution, may submit a minority report to the Fort Wayne Civic Association which the central agency will publicize as an expression of the views of the minority on any important question.

Article IX
Nominations and Elections

Section 1. The President of the Council or in his absence the Vice-President shall, not later than thirty days prior to the next annual meeting of the Council, appoint a Nominating Committee of four (4) members of the Council, to submit a list of nominees for members of the Executive Committee and for Officers of the Council. The Nominating Committee shall file the names of its nominees with the Secretary of the Council ten(10) days prior to the date of the Annual Meeting. Additional nominations may be made by any four members of the Council by filing their selections with the Secretary at least five days prior to the date of the Annual Meeting. Terms of the Officers shall begin the first Wednesday in January.

Article X
Quorums

Section 1. Ten members of the Council shall constitute a quorum for the transaction of business at any regular or special meeting of the Council.

Section 2. A majority of the members of the Executive Committee shall constitute a quorum for the transaction of business of the said Committee.

Article XI
Amendments

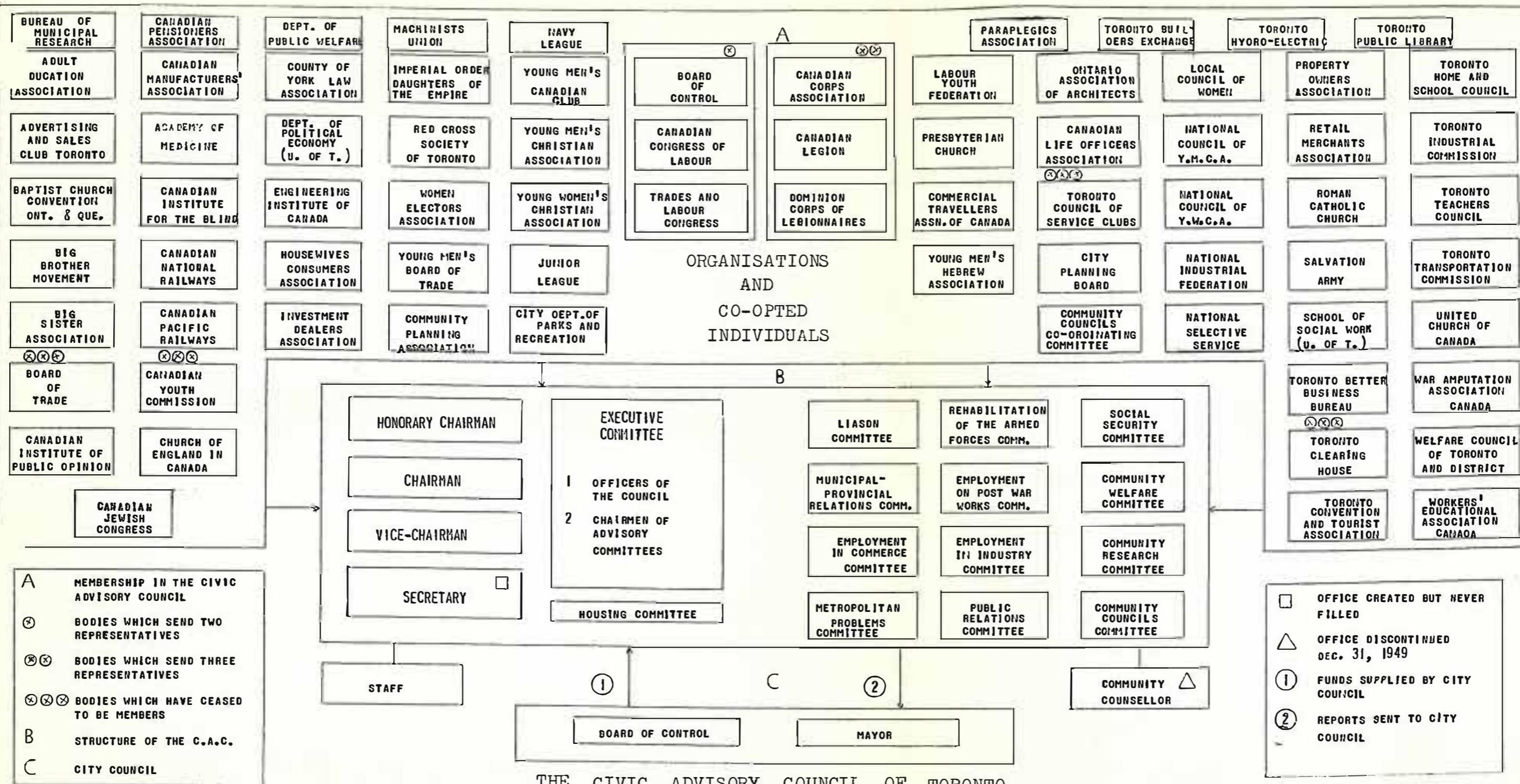
Section 1. This constitution may be amended at any regular or called meeting of the Council by a vote of two-thirds of the members present, provided that the proposed amendment shall have been first submitted in writing and read at a previous meeting of the Council or providing that it has been first submitted in writing to the Executive Committee and has been approved by a majority of the members of said Committee.

Article XII

Parliamentary Authority

Section 1. Robert's Rules of Order shall govern the conduct of business in all meetings of this organisation.

APPENDIX IV



THE CIVIC ADVISORY COUNCIL OF TORONTO
AS OF BY-LAW 6501 AND AMENDMENTS 1943-1949